

## AUTHORIZATION REQUEST FOR FY 21

CBB Budget Category: **Promotion**

Name of Contractor: **North American Meat Institute**

Name of Organization Subcontracting: **New York Beef Council**

Start Date: **10/1/2020**

End Date: **9/30/2021**

### AR OVERVIEW

#### **AR Description:**

Today's consumers are looking to "Explore the Possibilities" for unique, delicious, and versatile protein options to create new culinary adventures. Veal is the perfect choice. Veal is a marketable protein that offers a positive sustainable story, self-mandated animal-welfare practices and lends itself as a safe, quality protein due to adherence of an extensive VQA program giving the ever-concerned consumer permission to enjoy veal. However, through extensive research in FY20 it was revealed that veal is an unknown culinary delight.

#### **RENEWED FOCUS**

Veal industry stakeholders gathered (virtually,) discussed and reviewed the marketing and promotion direction for long-term success of the veal industry. Helping to facilitate this input and planning was Kevin Ochsner of Agcellerate, facilitator of the Beef Industry Long Range Plan. Consumer research, industry interviews and online surveys were carefully assessed along with a Veal Long Range Plan that mirrors the beef industry plan. During the 2020 Veal Summit held in May 2020, veal growers, industry leaders and state beef councils participated in an online meeting to prioritize initiatives and chart a renewed and focused direction for veal. This input prioritized the following strategic initiatives:

- Facilitate innovative approaches for consumers to access and purchase veal
- Enhance veal eating experiences by creating meal solutions and capitalizing on taste, value, and versatility
- Grow consumer trust and confidence in veal and veal production

The focus on all programming and messaging for veal moving forward will include three areas: **Discovery** of, **Access** to and **Confidence** in veal as a protein choice.

Millennial consumers today have little if any awareness or knowledge of veal as a meat choice. Furthermore, availability and visibility of veal in the marketplace is a challenge. The emphasis on discovery, access and confidence is designed to address this.

A 2019 Veal Industry Survey reported 60% of veal is consumed in foodservice and 40% at retail. The leading veal consumption markets include Baltimore/Washington DC, Los Angeles / Southern California, New York City metro, New Orleans, Philadelphia, Boston, Chicago, Dallas, Las Vegas, and Miami. There are several online options available for consumers to purchase veal direct, however, awareness and knowledge of veal as a choice is minimal.

Discovery, access, and confidence are essential marketing themes to enhance veal demand.

To further strengthen the program development and implementation for veal, a new partnership arrangement has been established where the New York Beef Council, and their Executive Director Jean O'Toole, will provide strategic leadership to the veal marketing efforts funded by the beef checkoff. This partnership will enhance State Beef Council engagement, extending impact of the checkoff programs.

There are two Authorization Requests (AR), Promotion and Industry Information that have been developed collaboratively to address this renewed focus for veal.

The tactics in this Promotion AR will focus on growing consumer trust and confidence in veal production. The program plans meet both the veal industry stakeholder priorities as well as the Beef Board's Consumer Trust Committee priorities:

- Connect and Communicate Directly w/ Consumers
- Revolutionize beef marketing and merchandising
- Protect beef's image
- Engage beef advocates

## **BACKGROUND ABOUT VEAL**

Uniquely positioned between both the dairy and beef industries, veal is a meat derived primarily from young Holstein bull calves. Bull calves are typically sold by dairy farms after birth through local auction markets or purchased directly by others who will raise them for beef or veal. The majority of Holstein bull calves are raised for beef. There are two categories for veal. According to USDA, in 2019 there were 354,137 calves sold shortly after birth and marketed as bob veal. Representing most of the veal meat (85%) in the market is veal from calves that are raised for about six months and harvested at approximately 500 pounds. There were 192,887 formula-fed veal calves processed in 2019. These calves are also referred to as milk-fed or formula-fed. Every formula-fed veal calf typically contributes \$2 to the beef checkoff and results in less beef in the market.

Veal meat is light pink in color, similar to pork. Veal is very tender and has a mild flavor making it popular with restaurant and home chefs for taking on flavors. Cutlets are the most common cut of veal; roasts, chops and ground veal are also popular.

Veal is a lean, versatile meat that can be sautéed, grilled, braised, stewed, or broiled. While it contains less fat than beef, veal is a high-quality protein source and is rich in essential vitamins and minerals like vitamin B-12, niacin, zinc, and selenium. A 3-ounce serving of cooked, trimmed lean veal has just 170 calories, making it one of the most nutrient-dense protein foods around.

Veal is primarily raised in the Northeast including the states of New York, Pennsylvania, Ohio, Michigan, Wisconsin, and Indiana. Raising veal is very much a family affair. Most farms annually raise about 200 calves and many farmers raising veal today are Amish or Mennonite.

While veal production in the U.S. has had a “troubled past” according to some, for more than a decade, special-fed veal production has reinvented itself with new and updated facilities including group housing for all calves and best management practices that consistently deliver safe, quality meat. There is a strong commitment by the industry to providing high standards of animal care as outlined by the Veal Quality Assurance (VQA) program. Confirmed through licensed veterinarians, 95% of all U.S. domestically produced formula-fed veal is VQA certified.

After touring veal farms in Indiana, Maureen Hansen described today’s veal industry in an article for Dairy Herd Management by saying, “It’s something akin to the long, lost cousin who shows up at the family reunion and turns everyone’s head with his handsome family and solid career. Nobody remembers much about him, other than he’d been through some rough chapters in his life – but, wow, look at him now!”

At a time when consumers are carefully considering their protein options, veal’s on-farm story of animal care and sustainability is worth sharing. The Nielsen Global Corporate Sustainability Report indicates high levels of interest from millennials to sustainability and brands. The report found 90% of millennials are willing to spend more money for sustainable products compared to 61% of boomers.

The goal of this AR is to inspire consumers looking to “Explore the Possibilities” for unique, delicious, and versatile protein options to create new culinary adventures. These consumer promotion efforts lend support to veal attributes of being a great tasting, versatile and high-quality protein source for millennials. Activities in this AR will utilize efforts to help inspire confidence in veal and veal production by sharing the industry’s story of animal care and sustainability created by the Industry Information AR for Veal.

Funding	Direct Costs	Implementation	Total
<b>CBB/BPOC Funding Request:</b>	\$258,220	\$40,000	\$298,220

Other Potential Funding	Direct Costs	Implementation	Total
Federation of SBCs Pledges: (Informational Only)	\$0	\$0	\$0
Other Funding: (Informational Only)	\$0	\$0	\$0

**Long Range Plan Core Strategies Addressed by this AR** *(Check all that apply)*

Grow Beef Exports	Consumer Trust	Protect & Enhance	Beef's Value Proposition
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**PROGRAM INFORMATION FOR THIS AR****Tactic A****Tactic Name: Channel Marketing**

**Tactic Description:** The Veal AR focus for FY21 is **Discovery** of, **Access** to and **Confidence** in veal as a protein choice. The goal of Channel Marketing is to connect the channels of retail and food service with the consumer. The channel marketing efforts are key to ensure consumers not only discover veal in the marketplace but to also gain consistent access to purchasing veal in a variety of ways.

Post COVID-19 trends show consumers still eating many of their meals at home, experimenting with new recipes and willingness to discover new foods. The Veal AR will capitalize on this renewed consumer culinary adventurers by focusing on three key areas: (1) Online Veal Retail Suppliers, (2) Foodservice and (3) Grocery Retail. We will coordinate and collaborate with national veal suppliers and channel decision makers, with an account specific shopper marketing approach, to ensure that veal is available for consumers to purchase, and highlight veal's positive attributes of protein, versatility, flavor, sustainability, and value.

The online retail channel has become more important than ever as over 75% of the US population shops online with 38% of Millennials shopped online prior to COVID-19. According to Spendmenot.com, when doing grocery shopping online, people tend to spend nearly \$40 more (Spendmenot.com/grocery-shopping-statistics/OneSpace). Veal needs to be part of this online access shopping community. We will partner with national online retailers and veal suppliers to promote veal as a delicious, indulgent, and versatile protein and create promotional opportunities to feature veal, promote veal in meal kits, and deliver recipes and information on how veal is humanely raised. National advertising opportunities will be used to connect to shoppers at the point-of-purchase. A more robust "Where to Find Veal" locator on the Veal Made Easy website will be updated, creating easier access to locate where a consumer, located anywhere in the US can purchase veal either online or a store near them. State Beef Councils will be outreached to help promote and extend the online promotions both in veal production and high veal consumption states, along with testing geographic regional areas that normally do not have access to in-store retail purchases of veal.

Foodservice has always been a dominant channel of distribution for veal suppliers, traditionally in full-service or "White – Tablecloth" restaurants. Efforts will include a partnership with (1) Performance Food Group and a prolonged (many months) tiered (added incentives for sustained and continued lift in sales) sales incentive contest to educate their sales force, drive veal sales and ensure veal is on the menus for dining in, takeout and delivery both as an entrée or small plates addition to encourage the adventurous and new veal eater to "try veal". We will include securing reviews through

Yelp and Reddit and other social media review platforms highlighting users experience while eating veal and creating a positive conversation. New and unique opportunities will be explored that target millennials to reinforce consumer discovery and encourage trial. We will collaborate with State Beef Councils in consumption states (NY, PA, FL, TX, AZ, NV, LA, CA, IL, MA, MD) to assist in focusing on foodservice as an initiative to promote veal consumption and outreach by either inclusion in national level outreach or by supporting state beef council's in house promotions.

Grocery retail remains a strong channel for proteins with consumers still wanting to pick and choose their fresh items. Partnerships with retail to promote veal in the meat case and on their online stores will be pursued. Cross-category shopper marketing opportunities to extend veal's reach and exposure instore and online, featuring new and innovative recipes and easy instructions on how to prepare veal at home will be explored. Extending veal's reach and engagement will be accomplished through partnership opportunities with food and wine brands complimented with hyper-targeted eblasts and options for retail specific implementation to include links to retailer websites, the Veal Made Easy website, and applicable social platforms.

On-line Delivery services like Fresh Direct and Instacart or a collaboration with Chicory, a content-to-consumer grocery opportunity. All options will provide great opportunities to promote veal and educate consumers to discover how easy it is to prepare veal at home.

The channel marketing segment of this AR will tie promotions in with the creation and development of the Veal Industry Information AR in the areas of the veal quality assurance program and veal farm website to instill confidence amongst channel marketing professionals and foodservice distributors.

**Measurable Objectives** *(List relevant outcome-based objectives for this tactic):*

- Online Retail Marketing & Promotion will compare baseline pre & post promotional efforts to increase veal sales by an average of 5% including a quarterly follow up report on long term change to show continued engagement and growth.
- Partner with one Foodservice Distributor for a prolong tiered sales incentive contest to increase veal sales in participating locations by an average of 5% during the promotion with follow up quarterly to ensure continued sales increase of an average of 3% over baseline after the promotion.
- Engage with a minimum of 50 channel decision makers providing marketing and promotional information on veal.

**Performance Efficiency Measures**

**Consumer Reach Goal: 875,000**

**Consumer Engagement Goal: 48,750**

**KOL Reach Goal: 3,600**

**KOL Engagement Goal: 360**

**LRP Strategic Initiatives Addressed by this Tactic** *(Check all that apply)*

Drive Export Growth	Grow Consumer Trust	Protect & Enhance Business Climate	Beef's Value Proposition
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- |   |  |  |   |
|---|--|--|---|
| <input type="checkbox"/> Adopt animal I.D. traceability systems<br><input type="checkbox"/> Increase market access<br><input type="checkbox"/> Promote unique attributes of U.S. beef | <input type="checkbox"/> Ensure antibiotic stewardship<br><input type="checkbox"/> Certify & verify production practices<br><input type="checkbox"/> Ensure beef safety<br><input type="checkbox"/> Protect beef's image<br><input type="checkbox"/> Engage beef advocates | <input type="checkbox"/> Research & innovate new production technologies<br><input type="checkbox"/> Ensure beef's inclusion in dietary recommendations<br><input type="checkbox"/> Motivate producers & stakeholders to engage in issues<br><input type="checkbox"/> Develop crises management plans<br><input type="checkbox"/> Defend beef's product identity | <input checked="" type="checkbox"/> Revolutionize beef marketing & merchandising<br><input type="checkbox"/> Measure & improve our sustainability<br><input type="checkbox"/> Research & communicate beef's nutritional benefits<br><input checked="" type="checkbox"/> Connect & communicate directly with consumers<br><input type="checkbox"/> Improve our product |
|---|--|--|---|

**Committee(s) to Score this Tactic** *(Check all that apply)*

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

**Tactic B**

**Tactic Name: Consumer Outreach**

**Tactic Description:**

The goal of Consumer Outreach programming is to connect and communicate directly with consumers, specifically millennials and first-time veal eaters. Research indicates that in large part veal is an undiscovered protein in the minds of consumers, with many millennials having little to no knowledge of either veal's attributes or production practices leading to low demand and awareness of veal as a protein choice. Outreach

efforts will focus on delivering concise and consistent messaging positioning veal as a delectable protein option with much to be discovered regarding veal's quality, taste, safety, nutrition, and sustainable use of natural resources. Nationally developed veal messaging and content will be shared to reach consumers in various ways including traditional media, in-person and online experiences and state beef council programs and event support.

### **Connect and Communicate Directly with Consumers**

Programming will focus on increasing consumer's awareness of veal and encouraging confidence when cooking with veal. This tactic will be highlighting veal's versatility and flavor. Messaging and education will incorporate how veal is raised and the faces behind veal production.

Reach and Engagement with consumers through traditional consumer outreach like nationally syndicated *Family Features* will be considered to deliver promotional messaging for veal consumption. Family Features is the industry leader in food and lifestyle content that will be utilized to create and deliver branded content to millions of consumers using digital, print, and social media outreach. Family Features has been successfully utilized by NAMI in FY19 with 1,162 placements (online and traditional).

A second focus of this tactic will be creating hyper-local state specific in-person and national outreach online veal sponsored cooking classes to educate and create national consumer awareness of the ease of cooking with veal and increasing confidence in veal's meal versatility.

The third point of focus of this tactic will be to support state beef council consumer outreach events and programs in veal production and consumption states to increase the awareness of veal.

### **Measurable Objectives** *(List relevant outcome-based objectives for this tactic):*

- Complete at least 1 in-person or virtual cooking school events using pre/post survey of attendees to achieve a 45% increase from pre to post in positive view of veal and confidence in cooking veal.
  - Follow-up with attendees, at least semi-annually, to measure if veal is cooked more often at home after attending event to create a benchmark.
  - Engage at least 2 state beef councils using virtual culinary opportunities.
- Develop a state beef council partnership for an in-person or virtual event consumer event and/or assist in funding a SBC in-person event to promote veal.
- Distribute a quarterly newsletter to veal consumer database promoting veal producer profiles, recipes and access to purchase and social media platforms with an open rate of 15 percent and increased database subscribers by 25% over FY20 subscriptions

- Achieve at least an average positive opinion rating of veal and/or veal industry at 75%, following in-person/online cooking or consumer events.

**Performance Efficiency Measures**

**Consumer Reach Goal:** 2,400,000

**Consumer Engagement Goal:** 48,000

**KOL Reach Goal:** 160

**KOL Engagement Goal:** 80

**LRP Strategic Initiatives Addressed by this Tactic** *(Check all that apply)*

Drive Export Growth	Grow Consumer Trust	Protect & Enhance Business Climate	Beef's Value Proposition
<input type="checkbox"/> Adopt animal I.D. traceability systems <input type="checkbox"/> Increase market access <input type="checkbox"/> Promote unique attributes of U.S. beef	<input type="checkbox"/> Ensure antibiotic stewardship <input type="checkbox"/> Certify & verify production practices <input type="checkbox"/> Ensure beef safety <input type="checkbox"/> Protect beef's image <input checked="" type="checkbox"/> Engage beef advocates	<input type="checkbox"/> Research & innovate new production technologies <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage in issues <input type="checkbox"/> Develop crises management plans <input checked="" type="checkbox"/> Defend beef's product identity	<input checked="" type="checkbox"/> Revolutionize beef marketing & merchandising <input type="checkbox"/> Measure & improve our sustainability <input checked="" type="checkbox"/> Research & communicate beef's nutritional benefits <input checked="" type="checkbox"/> Connect & communicate directly with consumers <input type="checkbox"/> Improve our product

**Committee(s) to Score this Tactic** *(Check all that apply)*

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

**Tactic C**

**Tactic Name:** Influencer Outreach

**Tactic Description:**

The goal of Influencer Outreach programming is to further build veal awareness and confidence in veal through specialized influencer programs and immersion events. Two

primary influencer groups will be targeted. Culinary Influencers and Social Influencers will be engaged through online and in-person events and outreach. Research conducted by Civic Science in January 2019 reports that nearly 1/5th of American consumers have bought something because of an influencer or blogger. The number increased to 36% for respondents under 25 and 26% of respondents 25-36 reported purchasing a product based on recommendation/promotion of the product or service by a social influencer. Programming and content will be designed to provide state beef councils both a framework and/or opportunity to collaborate by developing opportunities for state curated influencers to attend.

### **Engaging Influencers**

This programming tactic will focus on creating engaging and unique learning experiences that integrate and highlight both veal's production story and culinary virtues. The idea is to educate the influencer and create Veal Advocates that will integrate the veal story and messaging in the creation of inspired recipes and content for consumer outreach via social media channels. The goals of this tactic are to increase consumer focused recipe development, increase veal's visibility on blogger platforms and highlight veal's culinary versatility utilizing culinary influencer's expertise. While veal is not prominent in conversations among Millennials now, their proclivity for food and food culture means that the opportunity is there to increase online conversations through partnerships with social influencers. Social media influencers will include, but not be limited to "foodie bloggers", influencers in the nutrition, fitness, and restaurant "social critic" will be considered as part of influencer outreach. Influencer outreach will continue to be measured as it pertains to additional veal recipe posts and continued engagement opportunities with Veal Made Easy platforms both paid and unpaid.

### **Measurable Objectives** *(List relevant outcome-based objectives for this tactic):*

- Engage at least four food bloggers to create and promote innovative veal recipes and video, assist in recipe remake opportunities to create new recipe photo/video collateral, contribute to Veal Made Easy social platforms and create social media "take over" or LIVE event opportunities with measurable reach and engagement from both influencer and Veal Made Easy sites.
- Perception of Veal as a protein choice and awareness will be measured via pre/post surveys for all influencer engagement events to show a 45% positive shift in attitudes and awareness.
- Achieve at least an average positive opinion rating of veal and/or veal industry at 75%, following in-person training, demonstration and or immersion event.

### **Performance Efficiency Measures**

**Consumer Reach Goal:** 240,000

**Consumer Engagement Goal:** 2,400

**KOL Reach Goal:** 1600

**KOL Engagement Goal:** 36

**LRP Strategic Initiatives Addressed by this Tactic** (Check all that apply)

Drive Export Growth	Grow Consumer Trust	Protect & Enhance Business Climate	Beef's Value Proposition
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- |   |   |  |  |
|---|---|--|--|
| <input type="checkbox"/> Adopt animal I.D. traceability systems<br><input type="checkbox"/> Increase market access<br><input type="checkbox"/> Promote unique attributes of U.S. beef | <input type="checkbox"/> Ensure antibiotic stewardship<br><input type="checkbox"/> Certify & verify production practices<br><input type="checkbox"/> Ensure beef safety<br><input type="checkbox"/> Protect beef's image<br><input checked="" type="checkbox"/> Engage beef advocates | <input type="checkbox"/> Research & innovate new production technologies<br><input type="checkbox"/> Ensure beef's inclusion in dietary recommendations<br><input type="checkbox"/> Motivate producers & stakeholders to engage in issues<br><input type="checkbox"/> Develop crises management plans<br><input type="checkbox"/> Defend beef's product identity | <input checked="" type="checkbox"/> Revolutionize beef marketing & merchandising<br><input type="checkbox"/> Measure & improve our sustainability<br><input checked="" type="checkbox"/> Research & communicate beef's nutritional benefits<br><input checked="" type="checkbox"/> Connect & communicate directly with consumers<br><input type="checkbox"/> Improve our product |
|---|---|--|--|

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

**Tactic D**

**Tactic Name: Digital Marketing**

**Tactic Description:**

The goal of this tactic is to continue to capitalize on current and developing media communication and outreach opportunities to deliver memorable veal messages. Messages will be delivered directly to consumers regarding the discovery, access and confidence of veal from farm to fork by collaborating with state beef councils, veal Advocates trained through the VQA/Industry Information AR, industry stakeholders and social influencers to increase veal's awareness, engagement and consumer demand for veal in the marketplace. A strong emphasis will be placed on sponsored Google searches and digital social media marketing based on seasonal themed marketing, integration of Veal's production story with Veal Made Easy consumer platforms and website. Pushing a progressive message of veal's global trending recipes, protein strength, versatility, transparency, and sustainability. The main geographical targets for digital outreach will be in both veal production states (New York, Pennsylvania, Indiana, Ohio, Michigan and Wisconsin) where most of the veal is raised, sold and

consumed and veal consumption states where both older generation consumers of veal and the next generation millennial consumers of veal reside (California, Arizona, Nevada Florida, Texas, Illinois, Massachusetts, Louisiana, and Maryland)

Syracuse University's Hill Communications School research project with New York Beef Council, showed the millennial audience as our primary demographic; we will continue to capitalize on the discovery of veal as a protein choice among millennial consumers. Utilizing digital platforms to aid in the discovery of veal, how to access veal and gain confidence in veal. Veal Made Easy and Veal Farm websites will be integrated as a "Farm to Fork" all access transparent platform. Personal touch will be added to platforms by incorporating real people, real experiences, Facebook Lives, and cooking demos. Veal funded consumer research conducted in FY2020 revealed that 85% of focus group participants were more inclined to try food that is seen on social media. In addition, 42% would be more inclined to try veal if they knew about the sustainability and ethical standards farmers adhere to. Moving forward the Veal Made Easy platforms and Veal Farm resources will be integrated to share one cohesive farm to fork message. A November 2018 survey conducted by YouGov reported that 63% of Americans said that if they found out a company had a bad reputation for animal welfare, it would make them less likely to buy meat processed by that company. Veal's production story of quality, upcycling, and sustainability will be shared on consumer facing platforms to strengthen veal's reputation as a quality and responsibly raised protein choice.

A content library of sharable graphics for industry stakeholders and state beef councils to aid the facilitation of Veal's messaging with infographics will be developed: (veal lifecycle, types of veal, veal sustainability, how to cook graphics and branding guide and items).

One of the focuses of the digital marketing will be to increase awareness of Veal Made Easy's social media platforms. Facebook, Instagram, Twitter, YouTube and Pinterest platforms. An engaging content monthly calendar, seasonal themed promotions and increased social influencer contributions will be developed and shared with State Beef Councils to increase platform reach and engagement.

A focus group hosted through FY2020 veal research efforts revealed that Millennials utilize YouTube most when searching for recipes or ideas for home cooking. The visual element is the most enticing component as Millennials are interested in viewing the end-product before making a meal and prefer to watch a step-by-step video opposed to reading a lengthy recipe. Other platforms millennials participants utilize when considering food options are Reddit and Yelp which will also be explored this year for veal promotion options.

**Measurable Objectives** *(List at least three outcome-based objectives for this tactic):*

- Reach more than 400,000 consumers with existing and newly created content to create unique consumer engagement by increasing the awareness of veal and

consumer confidence in veal as a protein choice and culinary opportunity both at home and dining out.

- Exceed over 125,000 engagements with consumers through social media and consumer promotions by executing seasonal campaigns and monthly promotions
- Combine Veal Made Easy and Veal Farm websites to create a collaborative and “all in one” farm-to-fork information destination for consumer, influencer, and stakeholders. Creating targeted outreach/measuring website engagements

**Performance Efficiency Measures**

**Consumer Reach Goal:** 3,000,000

**Consumer Engagement Goal:** 150,000

**KOL Reach Goal:** 1000

**KOL Engagement Goal:** 200

**LRP Strategic Initiatives Addressed by this Tactic** *(Check all that apply)*

Drive Export Growth	Grow Consumer Trust	Protect & Enhance Business Climate	Beef's Value Proposition
<input type="checkbox"/> Adopt animal I.D. traceability systems <input type="checkbox"/> Increase market access <input type="checkbox"/> Promote unique attributes of U.S. beef	<input type="checkbox"/> Ensure antibiotic stewardship <input type="checkbox"/> Certify & verify production practices <input type="checkbox"/> Ensure beef safety <input type="checkbox"/> Protect beef's image <input type="checkbox"/> Engage beef advocates	<input type="checkbox"/> Research & innovate new production technologies <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage in issues <input type="checkbox"/> Develop crises management plans <input type="checkbox"/> Defend beef's product identity	<input checked="" type="checkbox"/> Revolutionize beef marketing & merchandising <input type="checkbox"/> Measure & improve our sustainability <input checked="" type="checkbox"/> Research & communicate beef's nutritional benefits <input checked="" type="checkbox"/> Connect & communicate directly with consumers <input type="checkbox"/> Improve our product

**Committee(s) to Score this Tactic** *(Check all that apply)*

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

**SUPPLEMENTAL INFORMATION FOR THIS AR****1. Will all work detailed in this AR be completed by the end of the fiscal year?**

Yes

*If not, please provide an explanation.***2. Please explain changes from FY 2020 approved AR:**

This year's authorization request (AR) will focus on programing and messaging developed by the Veal Industry's Long-Range Plan and Strategic Planning Initiatives. Core Strategies of the AR will build upon three areas that were identified: Discovery, Access, and Confidence in veal as a protein choice. This will be the focus when connecting and communicating directly with Millennial consumers and channel decision makers by revolutionizing veal marketing and merchandising. The AR will connect, communicate, and engage with veal advocates, industry leadership and influencers and connect and communicate directly with consumers and improve the awareness of veal among Millennials. Veal's reach and engagement will be maximized through digital strategies and by creating branded partnerships when feasible to capitalize on branding outreach and awareness

**3. List any proposed subcontractor/agencies that will be used to complete the work in this AR.**

Streetmarc Advertising & Marketing LLC.  
Look East (VQA Collaboration)

**4. Will all work with subcontractors be competitively bid?**

No

*If not, why not?*

New York Beef Council initiative will be to utilize the learnings, resources, and relationships with Streetmarc and Look East that have been involved for many years in veal production and marketing

**5. Please list any relationships between this AR and projects previously funded by the Operating Committee:**

This AR for FY21 is showcasing the Veal Industry's new focus and new start. NAMI reached out and enlisted the NYBC who has a strong history of successful collaboration and engagement with many beef industry state partners, national programs and contractors to extend beef messages. In turn, NYBC has also consulted and collaborated with NEBPI (Northeast Beef Promotion Initiative) to template a strategic and successful program to ensure the most efficient and effective use of Checkoff dollars moving forward.

Lastly, this AR builds upon the accomplishments of previous Beef Checkoff funded veal programs and the current Beef Industry Long Range Plan by creating a more cohesive, focused program that will capitalize on the Veal Industry Information AR and engage State Beef Councils with direct ties with the Veal Industry as either a production state and or consumer state.

**CBB/BPOC Funding Request:**

Committee Name	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
Consumer Trust	A	Channel Marketing	BPOC	\$ 74,555	\$ 10,000	\$ 84,555
Consumer Trust	B	Consumer Outreach	BPOC	\$ 64,555	\$ 10,000	\$ 74,555
Consumer Trust	C	Influencer Outreach	BPOC	\$ 64,555	\$ 10,000	\$ 74,555
Consumer Trust	D	Digital Marketing	BPOC	\$ 54,555	\$ 10,000	\$ 64,555
<b>AR Totals</b>				\$ 258,220	\$ 40,000	\$ 298,220

**Federation of SBCs Pledges/Other Funding Source(s): (Informational Only)**

Committee	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
Consumer Trust	A	Channel Marketing	Federation	\$ -		\$ -
Consumer Trust	B	Consumer Outreach	Federation	\$ -		\$ -
Consumer Trust	C	Influencer Outreach	Federation	\$ -		\$ -
Consumer Trust	D	Digital Marketing	Federation	\$ -		\$ -
<b>AR Totals</b>				\$ -	\$ -	\$ -

**Summary of Prior Year AR Budgets and Expenses:**

Summary of Prior Year Budget:	FY 2020 Approved Budget						
	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
AR Totals	\$ 299,272	\$ -	\$ -	\$ 299,272	\$ 250,000	\$ 49,272	\$ 299,272

FY 2020 Actual Expenses (through June 30, 2020)	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
	AR Totals	\$ 224,437	\$ -	\$ -	\$ 224,437	\$ 202,464	\$ 21,973

**Historical Summary of Budgets and Expenses: (includes all funding sources listed in original AR)**

	Total Approved Budgets			Total Actual Expenses		
	FY 2019	FY 2018	FY 2017	FY 2019	FY 2018	FY 2017
AR Totals	\$ 300,000	\$ 300,000	\$ 300,000	\$ 299,457	\$ 291,130	\$ 298,520